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SACHI A. HAMAI
Chief Executive Officer

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Board of Supervisors
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MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

June 27, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: William S. Kehoe
Chief Information Officer

REPORT BACK ON ADVANCING DATA-DRIVEN EFFORTS TO MEASURE PERFORMANCE AND IMPACT

On December 18, 2018, the Board of Supervisors (Board) adopted a Motion that instructed the Chief Executive Office (CEO) and Chief Information Office (CIO) to:

1. Develop a Board policy in 90 days, in consultation with County Counsel, that delegates authority to the CEO/CIO to: a) establish the CEO/CIO as the Los Angeles County (County) "data steward" to link common clients and their service records, across departments, and anonymize data for the purposes of program evaluation; b) identify, evaluate, analyze, and research County programs that serve vulnerable populations, with the ability to engage external evaluators where appropriate; and c) collaborate with departments to leverage the CIO's enterprise platform for their data management and analytics needs.
2. Develop a framework to assess how departments use data to measure outcomes, including their information technology infrastructure, systems of data and data quality, and staff and resource capabilities.
3. Work with departments that are positioned to benefit from the assistance of a professional information management consultant in moving from their current level of data maturity to the next logical step in the maturation process, including leveraging the CIO's enterprise information management platform.

4. Report back to the Board, in writing, every 180 days on the status of the progress made in implementing the framework outlined in the directives listed above.

Revised Board Policy 6.200 – Information Sharing and Management

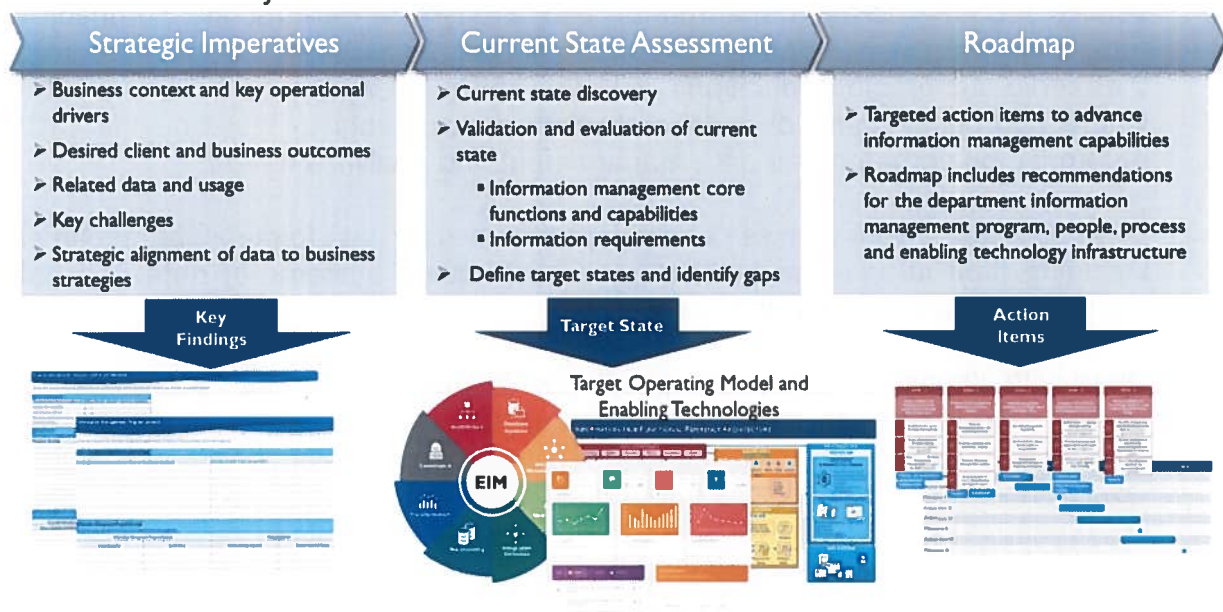
On June 4, 2019, the Board approved revisions to Policy 6.200 – Information Sharing and Management that formalizes the role of the Chief Data Officer or CIO designee as the County “data steward” to have delegated authority to collect and link identifiable client information and their service records for the purposes of:

1. Anonymizing the data for performing county-level research and program evaluation; and
2. Supporting department coordination of care or provision of County services, subject to governing privacy rules and regulations, County Information Security Policies, and Data Use Agreements.

Information Maturity Assessment Framework and Implementation Status

On May 31, 2019, the CIO executed a competitively solicited agreement with KH Consulting Group (KH) for Countywide Performance Measurement and Management Technical Support to conduct information maturity assessments for up to nine departments and technical support to implement recommendations for up to four departments. A key goal of the engagement is to provide knowledge transfer and train the CIO’s Analytics Center of Excellence (ACE) team to utilize and apply the information maturity framework and methodology beyond the initial set of departments.

Information Maturity Assessment Framework



As the first project deliverable, KH consultants, in collaboration with the CIO's ACE team have developed an information maturity assessment framework (depicted in the previous page) to validate the business drivers and context for data, assess information management capabilities and STAT efforts, identify gaps, and develop a roadmap with action items to advance the information maturity of departments and County.

The KH and ACE team is planning to conduct a three-month information maturity assessment with Probation Department starting in July 2019 and are in discussions with three other departments to initiate similar maturity assessments starting in August.

The KH and ACE team will also provide technical assistance to implement the action items in the information maturity roadmap for up to four departments, with the ACE team providing the technical assistance for the remaining departments.

We will provide the update from the information maturity assessments and implementations in our next report in December 2019.

If you have any questions or require further information, please contact Peter Loo, Chief Deputy CIO at 213-253-5627 or PLoo@cio.lacounty.gov.

SAH:WSK:PL:pa

c: Executive Office, Board of Supervisors
Chief Executive Office
County Counsel



County of Los Angeles
CHIEF EXECUTIVE OFFICE
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December 24, 2019

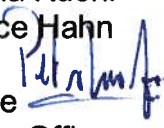
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To: Supervisor Kathryn Barger, Chair
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From: William S. Kehoe 
Chief Information Officer

**REPORT BACK ON ADVANCING DATA-DRIVEN EFFORTS TO MEASURE
PERFORMANCE AND IMPACT**

On December 18, 2018, the Board of Supervisors (Board) adopted a Motion that instructed the Chief Executive Office (CEO)/Office of the Chief Information Officer (OCIO) to:

1. Develop a Board policy in 90 days, in consultation with County Counsel, that delegates authority to the CEO/OCIO to: a) establish the CEO/OCIO as the Los Angeles County (County) "data steward" to link common clients and their service records, across departments, and anonymize data for the purposes of program evaluation; b) identify, evaluate, analyze, and research County programs that serve vulnerable populations, with the ability to engage external evaluators where appropriate; and c) collaborate with departments to leverage the OCIO's enterprise platform for their data management and analytics needs.
2. Develop a framework to assess how departments use data to measure outcomes, including their information technology infrastructure, systems of data and data quality, and staff and resource capabilities.
3. Work with departments that are positioned to benefit from the assistance of a professional information management consultant in moving from their current level

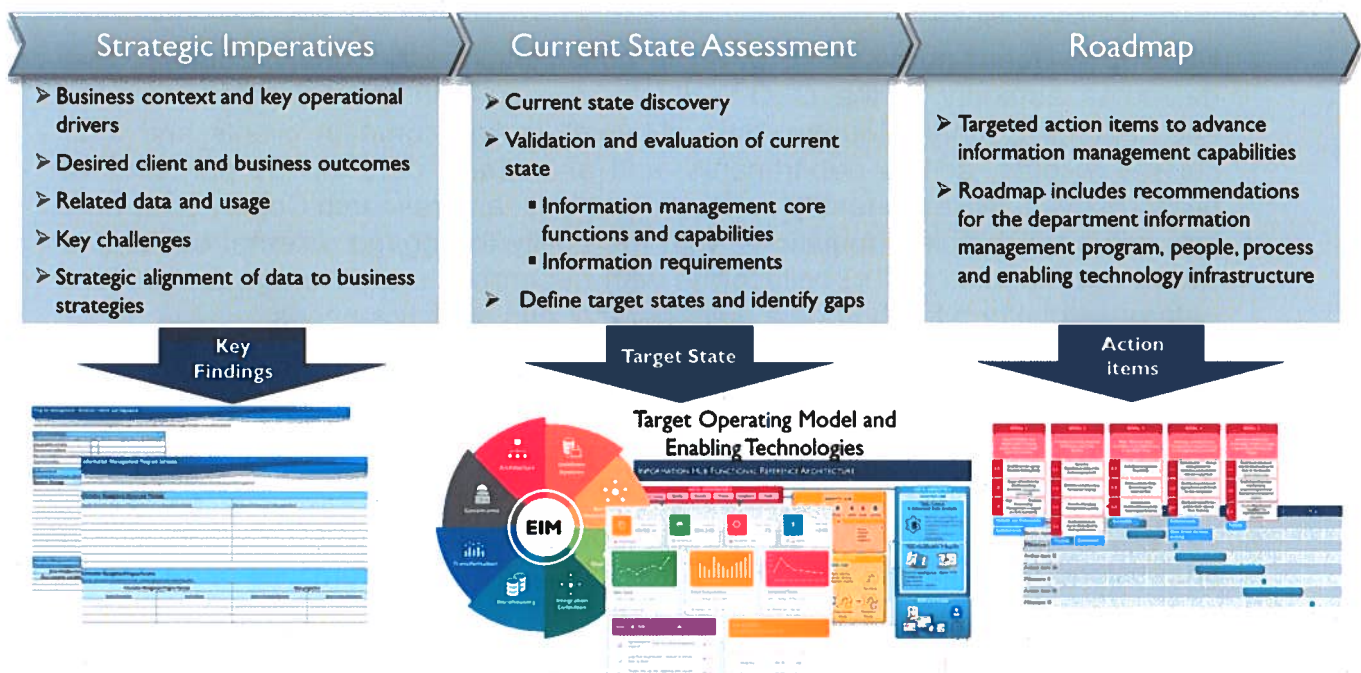
of data maturity to the next logical step in the maturation process, including leveraging the OCIO's enterprise information management platform.

4. Report back to the Board, in writing, every 180 days on the status of the progress made in implementing the framework outlined in the directives listed above.

Information Maturity Assessment Framework and Implementation Status

The CEO/OCIO reported in a June 27, 2019 progress update that:

1. On May 31, 2019, the OCIO executed a competitively solicited agreement with KH Consulting Group (KH) for Countywide Performance Measurement and Management Technical Support to conduct information maturity assessments for up to nine departments and technical support to implement recommendations for up to four departments.
2. On June 4, 2019, the Board approved revisions to Policy 6.200 – Information Sharing and Management that formalizes the role of the Chief Data Officer or OCIO designee as the County “data steward” to have delegated authority to collect and link identifiable client information and their service records.
3. KH consultants, in collaboration with the OCIO's Analytics Center of Excellence (ACE) team have developed an information maturity assessment framework (illustrated below) to validate the business drivers and context for data, assess information management capabilities and STAT efforts, identify gaps, and develop a roadmap with action items to advance the information maturity of departments and County.



The KH and OCIO team completed a four-month information maturity assessment with Probation Department concluded November 2019 that included an 18-month roadmap to implement organizational and process and technology recommendations to leverage the OCIO's enterprise information management platform. The KH and ACE team is prepared to provide technical assistance to implement the action items in the information maturity roadmap once the Probation Department's executive leadership completes their evaluation of the maturity assessment recommendations.

The KH and ACE team have also started an information maturity assessment with the District Attorney's Office, scheduled to be concluded in February 2020. The OCIO will continue to work with other departments to advance their information management efforts.

This will be the final progress report in response to the motion to Advance Data-Driven Efforts to Measure Performance and Impact, unless otherwise advised by your Board.

If you have any questions or require further information, please contact Peter Loo, Chief Deputy CIO, at 213-253-5627 or PLoo@cio.lacounty.gov.

SAH:TJM
WSK:PL:pa

c: Executive Office, Board of Supervisors
County Counsel